

**U.S. Department of Justice**  
**FY 2011 PERFORMANCE BUDGET**

**Office of Community Oriented Policing  
Services**

*Congressional Justification*  
*1/26/2010*

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## **I. Overview for the Office of Community Oriented Policing Services (COPS)**

### **1. Introduction**

In FY 2011, the **Office of Community Oriented Policing Services (COPS)** requests a total of \$730,312,000, 210 positions and 175 FTE. Of this amount, \$690,000,000 is requested under the COPS appropriation to further the Department's effort to successfully assist state, local, and tribal law enforcement agencies to prevent crime, enforce federal laws, and represent the rights and interests of the American people. The COPS Office is proposing several program increases to assist state, local, and tribal law enforcement to combat crime and increase law enforcement effectiveness by leveraging resources and maximizing cooperative efforts. The key highlight of this request is a \$302 million increase for the COPS Hiring Program to assist in reaching the Administration's goal of an additional 50,000 law enforcement professionals. In addition, a \$6 million increase is requested to expand community policing development efforts including training, technical assistance, and the development and dissemination of COPS knowledge resources. A \$15 million increase is requested in the Police Integrity initiative to further efforts to build and enhance the trust between police and the citizens and communities they serve. Finally, a \$6 million increase is requested for the COPS Child Sexual Predator Program to be invested in projects to protect children from dangerous child predators and exploiters.

Management and administration funds are being requested separately through the Department's Salaries and Expenses (S&E) account to support COPS FTE and for the administrative and oversight costs of these programs, as well as for management and administration of programs appropriated in prior fiscal years. The COPS Office requests an increase of \$2,538,000 above the current services level for a total of \$40,312,000 for management and administration expenses under the S&E account. This S&E request also reflects an increase of 22 positions and 11 FTE for a total of 210 positions and 175 FTE for the COPS Office in FY 2011.

Electronic copies of the Department of Justice's Congressional Budget Justifications and Capital Asset Plan and Business Case exhibits can be viewed or downloaded from the Internet using the Internet address: <http://www.usdoj.gov/jmd/2011justification/>.

### **2. Background**

The COPS Office was established in 1994 to assist law enforcement agencies in enhancing public safety through the implementation of community policing strategies. The COPS Office will continue to fulfill its mission of advancing the practice of community policing by:

- providing grants under COPS Hiring to meet the Administration's goal of an additional 50,000 sworn community policing professionals nationwide,
- continuing to support innovative programs that respond directly to the emerging needs of state, local, and tribal law enforcement, to shift law enforcement's focus to preventing, rather than reacting to crime and disorder within their communities,
- developing state-of-the-art training and technical assistance to enhance law enforcement officers' problem-solving and community interaction skills,

- promoting collaboration between law enforcement and community members to develop innovative initiatives to prevent crime, and
- providing responsive, cost effective service delivery to our grantees to ensure success in advancing community policing strategies within their communities,
- supporting evidenced-based community policing practices that have proven to be effective; can be easily replicated by a broad cross-section of law enforcement agencies; and, are sustainable,
- providing national leadership to the law enforcement field regarding the adaptation of Values Based Policing Principles; which is a results driven philosophy that minimizes an organization’s process while emphasizing outcomes. It integrates the core beliefs of an organization into every aspect of its operations. Values Based Policing allows an employee to be driven by “what is right” instead of “what is in writing.”

Since the COPS Office began in 1994, the programs and initiatives developed have provided funding to more than 13,000 law enforcement agencies. By funding over 13,000 of the nation’s 18,000 law enforcement agencies, the COPS Office has helped create a community policing infrastructure across the nation. Approximately 81 percent of the nation’s population is served by law enforcement agencies practicing community policing.

The General Accountability Office (GAO) conducted an evaluation of the impact of COPS grants from January 2004 to August 2005. The findings from the GAO study demonstrate that COPS grants resulted in significantly greater numbers of law enforcement officers than would have been expected without grant funds, are associated with increasing the community policing capacity of law enforcement agencies and have been a modest contributor to the reduction in the crime rate. In its analysis, the GAO also stated that the total crime rate dropped 26% from 1993 to 2000. Of this 26% reduction, “we attribute about 5 percent to the effect of COPS.”

**Supporting the President’s Transparency and Accountability Goals**

The COPS Office is committed to supporting the President’s goals by continuing to become a more transparent and accountable organization. In an effort to meet these objectives, we are working toward streamlining our current business processes, including innovative projects that will allow grantees access to COPS resources, expanding our current E-government capabilities, and empowering employees to meet our mission.

**COPS Business Process Improvement Initiative**

The COPS Office is committed to becoming a continuously improving organization that excels at meeting its mission and providing excellent customer service. The COPS Office has taken a very comprehensive and in-depth business process analysis approach aimed at improving grant management, knowledge resource management (i.e., publications, training and technical assistance, etc.), and administrative support functions. The analysis is aimed at improving business process efficiency and effectiveness.

During the first phase of the project, current “as-is” processes were documented using business process maps as well as Lean Six Sigma tools. Analyzing the current business processes,

potential process gaps were identified. Process gaps are potential impediments to optimal process performance. They can include any problems or issues that potentially affect the efficiency, effectiveness, quality, timeliness, etc. of the process. Finally, we identified specific improvement recommendations and initiatives to remediate the identified gaps some of which the COPS Office Executive Management has implemented as strategic initiatives and tracked as part of the COPS Strategic Plan.

Implementing the improvements identified will ensure that the COPS Office's business processes are optimized for achieving the best results for the nation. The improvements were also integrated into the management of the COPS Hiring Recovery Program (CHRP) appropriated through the American Recovery and Reinvestment Act of 2009 and have been complementary to the Department's A-123 efforts.

#### **COPS E-government Initiatives**

The COPS Office has expanded electronic government by increasing the number of activities that COPS grantees can complete online. This enhances information sharing between the federal government and state, local, and tribal governments and reduces the paperwork burden on the public. To implement activities from the American Recovery and Reinvestment Program of 2009, while relieving the burden on Grants.gov, the COPS Office allowed COPS Hiring Recovery Program (CHRP) applicants to apply online via the COPS e-government site. The COPS Office also collects all grantee financial and programmatic progress reports online. The COPS Office has implemented the American Customer Satisfaction Index (ACSI) on our website which has assisted COPS in targeting areas of improvement for better dissemination of information to the public. Finally, the COPS Office maintains the "Resource Information Center" on our website where the public can search and obtain copies of COPS knowledge resource products (i.e., publications), forms, and other community policing information.

#### **COPS Principles of Effective Leadership**

The COPS Office is committed to achieving our mission to advance the practice of community policing as an effective strategy to assist communities' efforts to improve public safety and realizing our vision for the future. In an effort to accomplish our goals, COPS has implemented the "Principles of Effective COPS Leadership." All employees have attended internal leadership principles workshops and been encouraged to use these principles as a reference point in their day-to-day work to make our nation safer through the provision of community policing resources to law enforcement.

### **3. Challenges**

In moving to full program cost accounting, the Office is challenged by incorporating overhead costs associated with overseeing grant awards from funding appropriated in previous fiscal years. In most instances, COPS grant awards extend beyond one year and require consistent monitoring and oversight. For example, the COPS Office will still be accruing overhead costs in FY 2011 associated with maintaining, monitoring, and closing out the grants awarded in FY 2009 and FY 2010 that will be in the second and third years of the grant lifecycle.

The COPS Office has developed performance outcomes that demonstrate the impact of the organization and lend themselves to annual updating and accurate forecasting. The performance measures focus on COPS Office performance in meeting our mission to advance community policing. These measures assess the impact of COPS Office grant resources and knowledge resource products (training/technical assistance and publications) on increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. In addition, we focus on improving the satisfaction of knowledge resource recipients, as well as increasing efficiency of providing knowledge resource products.

The COPS Office will also be reporting the number of sworn officer jobs created and preserved through the American Reinvestment and Recovery Act of 2009. The challenge for the COPS Office will be to ensure that we develop new performance measures that capture upcoming reporting requirements.

#### **4. Full Program Costs**

As part of the FY 2004 budget process, the COPS Office worked with the Department and OMB to streamline its decision unit structure. This effort resulted in all of COPS programs being integrated into one comprehensive decision unit, Community Oriented Policing. Within the comprehensive decision unit, two primary activities have been identified: Supporting Law Enforcement by Advancing Community Policing through Grant Resources and Advancing Community Policing through Knowledge Resources. In FY 2011, program funding will continue to be aligned with the two major activity functions, and will support the COPS Office's goal to enhance public safety through community policing practices and the Department's strategic goal of preventing crime, enforcing federal laws, and representing the rights and interests of the American people.

All COPS programs, and the management and administration costs associated with managing these programs, are encompassed within the one comprehensive decision unit. The requested programs, and corresponding grant dollars, are then aligned under one of the two primary activities. The management and administration costs are prorated between the two activity functions so that the full cost of the decision unit as well as each major activity is apparent. The concept of integrating management and administration costs into the individual programs to further illustrate the full cost of each initiative has proved challenging in that a significant portion of overhead costs are associated with maintaining and closing out prior year grant awards or for continuing to manage programs no longer requested in the budget.

#### **5. Performance Challenges**

##### **Internal Challenges**

By the end of FY 2011, COPS estimates managing over 4,000 active grants provided to state, local and tribal law enforcement agencies and the communities they serve. The majority of COPS grants are awarded for longer than a one-year period, requiring ongoing maintenance and monitoring during the entire life of the grant. One challenge for the COPS Office in FY 2011 will be to remain vigilant in our responsibility to the American taxpayer for the programmatic and financial oversight of grants awarded in prior years, especially with an increase in the numbers of active grants as well as an increase to our funding levels.

COPS performance measures focus on COPS Office performance in meeting our mission to advance community policing and place an additional emphasis on the COPS Office's performance related to providing knowledge resource products (training/technical assistance and publications) to state, local and tribal law enforcement. The challenge for the COPS Office will be to maintain a high level of performance while also responding to new priorities and the production and distribution of knowledge resource products.

The primary focus for the COPS Office will be to ensure that resources and strategies are aligned with this evolving focus on knowledge resources while continuing to provide excellent customer service to grantees and awarding, maintaining, and closing out grants. Ensuring the appropriate balance of all mission-critical priorities will require the Office to continue to assess human capital resource alignment, strategies toward meeting the Office's mission, and monetary resources dedicated to meeting the challenge of becoming a more knowledge resource driven organization.

**6. Environmental Accountability**

The COPS Office is committed to integrating environmental accountability into its day-to-day decision making, as well as complying with all environmental laws and regulations. COPS continues its pursuit of reducing the Department's environmental impact through its involvement in various *Green* initiatives. For example, the COPS Office is one of three Federal components in the Department that is participating in an EPA - DOJ recycling project. This pilot project is studying how agencies employ different strategies to promote resource conservation, reduce energy consumption and encourage re-use and recycling. The COPS Office is also involved in a Department of Justice and the District of Columbia Recycling Program. This program requires quarterly inspection of recycling plans and efforts. A training and marketing campaign is also a requirement of the recycling program.

In FY 2010, the COPS Office will join other Department components in moving to a brand new office building - Two Constitution Square. Two Constitution Square meets all Leadership in Energy and Environmental Design (LEED) standards. All LEED certified buildings are measured on how well a building performs on energy savings, water efficiency, improved indoor environmental quality and stewardship of resources and sensitivity to their impacts.

**II. Summary of Program Changes**

Item Name	Description	Page
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		Pos.	FTE	Dollars (\$000)	
	<b>COPS Hiring Program</b>	<b>0</b>	<b>0</b>	<b>302,000</b>	<b>27</b>
	<b>Community Policing Development</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>29</b>
	<b>Police Integrity</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>35</b>
	<b>COPS Sexual Predator Program</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>37</b>
	<b>COPS Management and Administration (from Grants Salaries and Expenses Account)</b>	<b>22</b>	<b>11</b>	<b>2,538</b>	<b>39</b>
	<b>COPS Law Enforcement Technology</b>	<b>0</b>	<b>0</b>	<b>(170,223)</b>	<b>40</b>
	<b>COPS Methamphetamine</b>	<b>0</b>	<b>0</b>	<b>(40,385)</b>	<b>41</b>
	<b>COPS Indian Country</b>	<b>0</b>	<b>0</b>	<b>(15,000)</b>	<b>42</b>
	<b>Secure Our Schools</b>	<b>0</b>	<b>0</b>	<b>(2,000)</b>	<b>44</b>

### **III. Appropriations Language and Analysis of Appropriations Language**

## Appropriations Language

### COMMUNITY ORIENTED POLICING SERVICES

For activities authorized by the Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103-322); the Omnibus Crime Control and Safe Streets Act of 1968 (the 1968 Act'); *and* the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109-162); subtitle D of title II of the Homeland Security Act of 2002 (Public Law 107-296), which may include research and development; and the USA PATRIOT Improvement and Reauthorization Act of 2005 (Public Law 109-177); the NICS Improvement Amendments Act of 2007 (Public Law 110-180); the Adam Walsh Child Protection and Safety Act of 2006 (Public Law 109-248) (the `Adam Walsh Act'); and the Justice for All Act of 2004 (Public Law 108-405)], [~~\$791,608,000~~]\$690,000,000, to remain available until expended[: Provided, That any balances made available through prior year deobligations shall only be available in accordance with section 505 of this Act]. Of the amount provided (which shall be by transfer, for programs administered by the Office of Justice Programs)—

(1) [\$30,000,000 for the matching grant program for law enforcement armor vests, as authorized by section 2501 of title I of the 1968 Act: Provided, That \$1,500,000 is for related research, testing, and evaluation programs;]

[(2) \$40,385,000 for grants to entities described in section 1701 of title I of the 1968 Act, to address public safety and methamphetamine manufacturing, sale, and use in hot spots as authorized by section 754 of Public Law 109-177, and for other anti-methamphetamine-related activities: Provided, That within the amounts appropriated \$25,385,000 shall be used for the projects, and in the amounts, specified in the explanatory statement accompanying this Act: Provided further, That within the amounts appropriated \$10,000,000 shall be transferred to the Drug Enforcement Administration upon enactment of this Act: Provided further, That within the amounts appropriated \$5,000,000 is for anti-methamphetamine-related activities in Indian Country;]

[(3) \$170,223,000 for a law enforcement technologies and interoperable communications program, and related law enforcement and public safety equipment: Provided, That within the amounts appropriated, \$168,723,000 shall be used for the projects, and in the amounts, specified in the explanatory statement accompanying this Act: Provided further, That of the amounts provided under this heading \$1,500,000 is transferred directly to the National Institute of Standards and Technology's Office of Law Enforcement Standards from the Community Oriented Policing Services Office for research, testing, and evaluation programs;]

[(4) \$161,000,000 for DNA related and forensic programs and activities, of which--(A) \$151,000,000 is for a DNA analysis and capacity enhancement program and for other local, State, and Federal forensic activities including the purposes of section 2 of the DNA Analysis Backlog Elimination Act of 2000 (the Debbie Smith DNA Backlog Grant Program); (B) \$5,000,000 is for the purposes described in the Kirk Bloodsworth Post-Conviction DNA Testing Program (Public Law 108-405, section 412); and (C) \$5,000,000 is for Sexual Assault Forensic

Exam Program Grants as authorized by Public Law 108-405, section 304;] \$15,000,000 is for police integrity initiatives;

([5]2) [\$40,000,000] \$25,000,000 is for improving tribal law enforcement, including equipment and training;

([6]3) [\$12,000,000] \$18,000,000 is for community policing development activities;

([7]4) [\$24,000,000] \$18,000,000 is for a national grant program the purpose of which is to assist State and local law enforcement to locate, arrest and prosecute child sexual predators and exploiters, and to enforce sex offender registration laws described in section 1701(b) of the 1968 Act[, of which--(A) \$11,000,000 is for sex offender management assistance as authorized by the Adam Walsh Act and the Violent Crime Control Act of 1994 (Public Law 103-322); and (B) \$1,000,000 is for the National Sex Offender Public Registry];

([8]5) [\$16,000,000] \$14,000,000 is for expenses authorized by part AA of the 1968 Act (Secure our Schools); and

([9]6) [\$298,000,000] \$600,000,000 is for grants under section 1701 of title I of the 1968 Act (42 U.S.C. 3796dd) for the hiring and rehiring of additional career law enforcement officers under part Q of such title notwithstanding subsection[subsections (g) and] (i) of such section and notwithstanding 42 U.S.C. 3796dd-3(c): Provided, That notwithstanding subsection (g) of the 1968 Act (42 U.S.C. 3796dd), the federal share of the costs of a project funded by such grants may not exceed 90 percent unless the Director of the Office of Community Oriented Policing Services waives, wholly or in part, the requirement of a non-federal contribution to the costs of a project: Provided further, That within the amounts appropriated, \$42,000,000 shall be used for the hiring and rehiring of tribal law enforcement officers.

(CANCELLATION)

Of the unobligated balances from prior year appropriations available under this heading, \$10,200,000 shall hereby be permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended.

**Analysis of Appropriations Language**

Deletion: subtitle D of title II of the Homeland Security Act of 2002 (Public Law 107-296), which may include research and development; and the USA PATRIOT Improvement and Reauthorization Act of 2005 (Public Law 109-177); the NICS Improvement Amendments Act of 2007 (Public Law 110-180); the Adam Walsh Child Protection and Safety Act of 2006 (Public Law 109-248) (the `Adam Walsh Act'); and the Justice for All Act of 2004 (Public Law 108-405). Removes authorization statutes for programs not being requested under COPS account.

Deletion: Provided, That any balances made available through prior year deobligations shall only be available in accordance with section 505 of this Act. Removes restriction on use of prior year deobligated balances to make them available for obligation.

Deletion: \$30,000,000 for the matching grant program for law enforcement armor vests, as authorized by section 2501 of title I of the 1968 Act: Provided, That \$1,500,000 is for related research, testing, and evaluation programs. Removes language on OJP-administered program not requested under COPS account.

Deletion: \$40,385,000 for grants to entities described in section 1701 of title I of the 1968 Act, to address public safety and methamphetamine manufacturing, sale, and use in hot spots as authorized by section 754 of Public Law 109-177, and for other anti-methamphetamine-related activities: Provided, That within the amounts appropriated \$25,385,000 shall be used for the projects, and in the amounts, specified in the explanatory statement accompanying this Act: Provided further, That within the amounts appropriated \$10,000,000 shall be transferred to the Drug Enforcement Administration upon enactment of this Act: Provided further, That within the amounts appropriated \$5,000,000 is for anti-methamphetamine-related activities in Indian Country. Eliminates funding for the COPS Methamphetamine program.

Deletion: \$170,223,000 for a law enforcement technologies and interoperable communications program, and related law enforcement and public safety equipment: Provided, That within the amounts appropriated, \$168,723,000 shall be used for the projects, and in the amounts, specified in the explanatory statement accompanying this Act: Provided further, That of the amounts provided under this heading \$1,500,000 is transferred directly to the National Institute of Standards and Technology's Office of Law Enforcement Standards from the Community Oriented Policing Services Office for research, testing, and evaluation programs. Eliminates funding for the COPS Law Enforcement Technology program

Deletion: \$161,000,000 for DNA related and forensic programs and activities, of which--(A) \$151,000,000 is for a DNA analysis and capacity enhancement program and for other local, State, and Federal forensic activities including the purposes of section 2 of the DNA Analysis Backlog Elimination Act of 2000 (the Debbie Smith DNA Backlog Grant Program); (B) \$5,000,000 is for the purposes described in the Kirk Bloodsworth Post-Conviction DNA Testing Program (Public Law 108-405, section 412); and (C) \$5,000,000 is for Sexual Assault Forensic Exam Program Grants as authorized by Public Law 108-405, section 304. Removes language on OJP-administered program not requested under COPS account.

Addition: \$15,000,000 is for police integrity initiatives. Requests \$15 million for the COPS Police Integrity program.

Addition: Provided, That notwithstanding subsection (g) of the 1968 Act (42 U.S.C. 3796dd), the federal share of the costs of a project funded by such grants may not exceed 90 percent unless the Director of the Office of Community Oriented Policing Services waives, wholly or in part, the requirement of a non-federal contribution to the costs of a project: Provided further, That within the amounts appropriated, \$42,000,000 shall be used for the hiring and rehiring of tribal law enforcement officers. In addition to removing the \$75,000 per officer federal share cap,

institutes a 10 percent local share matching requirement for the COPS Hiring Program in FY 2011. Sets aside \$42 million from the COPS Hiring Program to be used to fund the hiring of tribal law enforcement officers.

Addition: Of the unobligated balances from prior year appropriations available under this heading, \$10,200,000 shall hereby be permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended. Adds language to rescind \$10.2 million from COPS prior year unobligated balances and adds language that prohibits cancellation of amounts designated by Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985.

#### **IV. Decision Unit Justification**

##### **A. Community Oriented Policing**

<b>Community Oriented Policing</b>	<b>Perm. Pos.</b>	<b>FTE</b>	<b>Amount</b>
<b>COPS APPROPRIATION:</b>			
2009 Enacted with Rescissions	0	0	450,500,000
2009 Supplementals	0	0	1,000,000,000
2009 Enacted w/Rescissions and Supplementals	0	0	1,450,500,000
2010 Enacted w/Rescissions, Supplementals and Transfers	0	0	537,108,000
Adjustments to Base and Technical Adjustments	0	0	51,500,000
2011 Current Services	0	0	588,608,000
2011 Program Increases	0	0	329,000,000
2011 Program Offsets	0	0	(227,608,000)
2011 Request	0	0	690,000,000
<b>Total Change 2010-2011</b>	<b>0</b>	<b>0</b>	<b>152,892,000</b>
<b>COPS MANAGEMENT AND ADMINISTRATION:</b>			
2009 Enacted with Rescissions	166	142	30,000,000
2009 Supplementals	0	0	2,506,265
2009 Enacted w/Rescissions and Supplementals	166	142	32,506,265
2010 Enacted w/Rescissions, Supplementals and Transfers	188	164	37,462,000
Adjustments to Base and Technical Adjustments	0	0	312,000
2011 Current Services	188	164	37,774,000
2011 Program Increases	22	11	2,538,000
2011 Program Offsets	0	0	0
2011 Request	210	175	40,312,000
<b>Total Change 2010-2011</b>	<b>22</b>	<b>11</b>	<b>2,850,000</b>
<b>COPS TOTAL:</b>			
2009 Enacted with Rescissions	166	142	480,500,000
2009 Supplementals	0	0	1,002,506,265
2009 Enacted w/Rescissions and Supplementals	0	0	1,483,006,265
2010 Enacted w/Rescissions, Supplementals and Transfers	188	164	574,570,000
Adjustments to Base and Technical Adjustments	0	0	51,812,000
2011 Current Services	188	164	626,382,000
2011 Program Increases	22	11	331,538,000
2011 Program Offsets	0	0	(227,608,000)
2011 Request	210	175	730,312,000
<b>Total Change 2010-2011</b>	<b>22</b>	<b>11</b>	<b>155,742,000</b>

<b>Community Oriented Policing—Information Technology Breakout (of Decision Unit Total)</b>	<b>Perm. Pos.</b>	<b>FTE</b>	<b>Amount</b>
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2009 Enacted with Rescissions	3	3	4,709
2009 Supplementals	0	0	110
2009 Enacted w/Rescissions and Supplementals	3	3	4,819
2010 Enacted	3	3	6,081
Adjustments to Base and Technical Adjustments	0	0	305
2011 Current Services	3	3	6,386
2011 Program Increases/Offsets	1	1	0
2011 Request	4	4	6,386
<b>Total Change 2010-2011</b>	<b>1</b>	<b>1</b>	<b>305</b>

## 1. Program Description

The programs and resources offered by the COPS Office provide state, local, and tribal law enforcement agencies with a variety of community policing strategies for enhancing public safety and assisting in meeting existing and changing priorities within their communities. COPS initiatives can be grouped into two primary activities: Supporting Law Enforcement by Advancing Community Policing through Grant Resources, and Advancing Community Policing through Knowledge Resources.

Supporting Law Enforcement by Advancing Community Policing through Grant Resources program activities have provided law enforcement with the tools necessary to develop innovative, problem-solving approaches, through community partnerships, to address the causes of crime and disorder within their community. COPS funding has provided state, local, and tribal law enforcement agencies with grants for equipment, technology, officers, and training that enable law enforcement to build and strengthen their community policing infrastructure, and provided technical assistance to ensure that agencies are properly and effectively implementing the grant funding.

Advancing Community Policing through Knowledge Resources program activities encompass COPS outreach efforts in advancing and supporting community policing strategies in agencies and communities across the nation through training, convening conferences, providing publication products, disseminating best practices, promoting law enforcement and community partnerships, and conducting program evaluations. These efforts also assist in preparing officers and their departments to meet challenges by using community policing strategies, as well as promoting collaboration between law enforcement and communities to solve problems locally.

Program management and administration resources support the personnel requirements, contractual needs, information technology initiatives, and general overhead required to operate efficient and effective grant programs. These costs are identified separately under each program activity.

### **Activity: Supporting Law Enforcement by Advancing Community Policing through Grant Resources**

Supporting Law Enforcement by Advancing Community Policing through Grant Resources is, and has been, a primary program activity of the COPS Office. COPS will support state, local, and tribal law enforcement in FY 2011 primarily through the awarding of grants under COPS Hiring, Indian Country, Secure Our Schools, and the Child Sexual Predator Program.

### COPS Hiring

COPS Hiring programs were developed to increase the number of officers on the streets of America. As state, local, and tribal law enforcement embrace the challenges of keeping communities safe, this is now more important than ever.

More than a decade ago as crime was soaring, law enforcement officers were rushing from incident to incident. Today, more than 14 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, officers and citizens are partnering to develop creative and innovative ways to deal with long-standing community problems and public safety issues.

COPS implemented the Universal Hiring Program (UHP) in 1995, and to date COPS has funded the addition of over 121,000 officers. In all, COPS has awarded more than 38,000 grants to over 13,000 state, local, and tribal law enforcement agencies to advance community policing through COPS Hiring resources. In addition to funding additional officers, these grants have been used to advance crime-fighting technology, support crime-prevention initiatives, and provide training and technical assistance.

In FY 2009, the COPS Office assisted the Administration in stimulating an economic recovery through the COPS Hiring Recovery Program (CHRP) appropriated under the American Recovery and Reinvestment Act. With \$1 billion in grant funding, along with provisions to waive the officer salary cap and the local match requirement, COPS received an unprecedented demand for hiring funds totaling over \$8 billion dollars. The COPS Hiring Recovery Program (CHRP) funded 1,046 agencies and an additional 4,699 community policing officers.

In FY 2010, the COPS Office is investing \$298 million to continue the hiring program as specified in the American Recovery and Reinvestment Act of 2009. This funding will be used to award hiring grants to assist in meeting the Administration's goal of adding an additional 50,000 community policing officers throughout the country.

In FY 2011, to further support the Administration's goal of an additional 50,000 law enforcement professionals, the COPS Office requests \$600 million for the COPS Hiring Program. Unlike the hiring programs funded in FY 2009 and FY 2010, the FY 2011 request proposes to retain the waiver of the maximum officer salary cap but institute a 10% local match requirement for grantees. In addition, seven percent (or \$42 million) of COPS Hiring Program funds will be dedicated to awarding grants for hiring tribal law enforcement officers.

### Indian Country

In response to the special needs of the nation's tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers, training existing forces, and

purchasing new equipment, technology and vehicles. Because state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their antiquated equipment.

Approximately \$250 million has been invested in the COPS Indian Country program since funding was first received in FY 1999. As a result, more than 280 tribal law enforcement agencies nationwide have received COPS grants for equipment, technology, training, and the funding of over 825 officers. In addition, COPS has participated in the Department of Justice's Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE) Project that assists tribal law enforcement agencies in developing a comprehensive strategy to address local problems; the Mental Health and Community Safety Initiative for American Indian/Alaska Native Children, Youth, and Families (a partnership between DOJ, ED, and HHS) that created collaborative partnerships between law enforcement agencies and mental health, substance abuse, and social service agencies in an effort to address the crime problems associated with substance abuse and youth and family violence; the Tribal Law Enforcement Improvement Initiative (a collaboration between DOJ, EPA, AIEO, and BIA); and the Tribal Court Pilot Program that provided funding to tribal judicial systems to assist Tribal courts with the increased caseload associated with arrests.

In FY 2009, \$20 million was awarded to tribal communities to address their unique law enforcement needs. Funding was used to hire tribal law enforcement officers and for equipment to upgrade or improve law enforcement, prosecutorial, or judicial operations.

In FY 2010, \$40 million is available for this program to assist efforts in preventing or reducing crime and violence in federally recognized tribal communities. COPS anticipates awarding grants that focus on the most pressing needs of tribal law enforcement. To maximize this effort, the COPS Office will coordinate with other DOJ components to streamline processes and make the funding more readily available to tribes.

The FY 2011 request includes \$25 million in funding specifically for the COPS Indian Country program to continue providing the necessary resources to tribal communities to enhance their law enforcement efforts and to improve the crime fighting and criminal justice capabilities of tribal governments. This funding as well as the funding set aside from the COPS Hiring Program for tribal law enforcement officer hiring will continue the Department's efforts to ensure that the most critical needs of tribal agencies are being addressed. While program funds may continue to be used for hiring, given the funding for tribal law enforcement hiring requested from the COPS Hiring program, it is expected that this funding will focus on meeting equipment and other tribal police needs in FY 2011.

#### Secure Our Schools (SOS)

America's children spend more time in school than almost any other place outside the home. That places a huge responsibility on American schools and those charged with keeping them safe. In a time when a variety of weapons traffic illegally among America's youth, maintaining school safety becomes an increasingly difficult task. Classrooms no longer depend solely on

teachers, but on teams of administrators, health care workers, security staff, and law enforcement professionals to successfully collaborate with the goal of keeping America's children safe.

COPS has long demonstrated a commitment to school safety. COPS has invested more than \$850 million in America's schools through programs like COPS in Schools, School-Based Partnerships, and the Safe Schools Initiative. COPS expanded that range of programs in fiscal year 2002 to include Secure Our Schools (SOS). The SOS program awards grants to state, local, and tribal law enforcement agencies to provide improved security at schools and on school grounds. Funding can be used to install metal detectors, locks, lighting, and other deterrent measures in schools, for security assessments, and for security training of personnel and students.

In FY 2009, COPS distributed \$16 million under for the SOS program to help schools in jurisdictions with high-risk areas respond to growing safety concerns. Grantees awarded under SOS are required to contribute a local match of 50 percent toward the total cost of the approved grant project.

In FY 2010, another \$16 million is available for the SOS program, and funding will once again be awarded to state, local, and tribal agencies on a highly competitive basis.

In FY 2011, the COPS Office requests \$14 million for the SOS program to continue to provide the necessary resources to keep our Nation's schools safe.

#### Child Sexual Predator Program

The Child Sexual Predator Program (CSPP) was a new funding initiative implemented by COPS starting in FY 2008 aimed at reducing and preventing child endangerment and protecting communities from sexual predators. The program provides grants to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws. It is also designed to collectively address this widespread problem through strong partnerships between law enforcement and U.S. Attorneys' Offices, U.S. Marshals' Service, as well as other community partners such as parole and probation offices, social services agencies, and state or local prosecutors.

In the initial year of funding (FY 2008), COPS awarded almost \$10 million in funding to 23 agencies under a targeted and competitive program. In selecting eligible agencies to apply for the CSPP grants, U.S. Attorneys' Offices were asked to collaborate with their local U.S. Marshal. In addition, COPS provided over \$5 million to the Office of Justice Programs (OJP) to support their sex offender management activities as well as to fund the National Sex Offender Registry.

In FY 2009, the COPS Office awarded \$12 million in grants to support efforts to keep children safe from sexual predators and exploiters. An additional \$6 million in COPS funding was provided to OJP to continue supporting their sex offender management activities and the National Sex Offender Registry.

In FY 2010, \$24 million is available for this initiative. Of this amount, \$12 million will be dedicated to OJP's sex offender management activities and the National Sex Offender Registry.

The remaining \$12 million will once again be used to award CSPP grants to state, local and tribal agencies that are committed to working to eradicate this serious problem.

In FY 2011, the COPS Office requests an increase in funding specifically for CSPP to increase awareness and enforcement efforts nationwide. With the requested \$18 million in funding, the COPS Office anticipates that funding for CSPP would be used to broaden existing projects and strategies as well as provide federal assistance to additional agencies to work collaboratively in reducing child sexual abuse. By having a program that promotes partnerships between various entities will greatly contribute to the development of more cost-effective and innovative responses to the problem of child endangerment.

### **Activity: Advancing Community Policing through Knowledge Resources**

Advancing Community Policing through Knowledge Resources increases the capacity of law enforcement agencies to implement community policing strategies and is a primary objective of the COPS Office. COPS has historically provided outreach to law enforcement agencies and communities through training, technical assistance, conferences, publications, and best practices to expand the adoption of community policing strategies nationwide. As law enforcement priorities shift and new concerns emerge, COPS develops and tailors training curriculum, technical assistance workshops, and program requirements and guidelines to address the emerging and identified needs of the agencies and the communities they serve. Topics of recent COPS-sponsored projects and training have centered on combating identity theft and reducing gang violence. COPS community policing development initiatives and funding support broad-purpose approaches to community policing, consistently emphasizing the importance of partnerships between law enforcement and communities to engage in collaborative problem-solving to address existing and new public safety concerns. By strengthening partnerships between police and the community, officers learn to treat the public with dignity and respect, and citizens learn to build trust in their police force.

In FY 2011, COPS will support the advancement of community policing strategies through knowledge resources by providing funding for training, technical assistance, and to develop and disseminate new and innovative products through the Community Policing Development and the Police Integrity programs.

#### Community Policing Development

COPS Community Policing Development (CPD) funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices. To date, COPS has disseminated nearly 2,000,000 knowledge products and trained more than 500,000 policing professional and community leaders in topics such as violent crime reduction strategies, ethics and integrity, terrorism prevention and preparedness, school safety, partnership building, problem-solving, and crime analysis.

CPD funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to addressing crime and promoting safe communities. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety, tribal and Native American law enforcement, returning offenders, faith based programs, and agencies implementing large technology initiatives.

In FY 2009, the COPS Office invested \$4 million in funding for Community Policing Development. Funding was used to award projects and programs that allowed state, local and tribal law enforcement to increase their capacity to perform community policing.

In FY 2010, \$12 million is available for the Community Policing Development program. FY 2010 funds will allow additional activities at the local level to meet the changing needs of state, local and tribal law enforcement, such as the needs assessments for vulnerabilities under the expanded homeland security role of law enforcement, the need to learn how to recruit new officers who can fill the communication gaps and relate to the immigration issues facing many border communities, and tools and techniques for community engagement to meet the rising tide of youth violence and gangs.

The COPS Office requests a \$6 million increase to expand funding for Community Policing Development in FY 2011. With a total \$18 million in CPD funds requested, the COPS Office can further assist in meeting the demands from state, local, and tribal governments for low-cost and time-sensitive training and technical assistance. Through CPD funding, these agencies will have access to the resources they need to successfully increase their capacity to implement community policing, the premier law enforcement strategy as articulated by law enforcement officials across the nation.

### Police Integrity

Through the Police Integrity Initiative, COPS has promoted police integrity and the equal treatment of citizens. This initiative supports strategies to enhance community trust by delivering training and technical assistance to local communities and continuing to support best practices, national training curricula, model partnerships, and the use of technology. The goal of the Police Integrity Initiative is to assist agencies in creating or strengthening local programs that build trust between police and the communities they serve.

COPS has sponsored conferences focused on police ethics and integrity such as: the first National Symposium on Police Integrity, followed by a series of regional technical assistance conferences; Strengthening Police-Community Relationships; CEO Symposia on 21<sup>st</sup> Century Issues for Law Enforcement; a Working Conference for police departments that are developing best practices on the prevention of racial/ethnic profiling; and Police Integrity in a Changing Environment.

The Office has focused on strengthening the base of police integrity initiatives to create community policing environments that foster trust and mutual respect between police and citizens and to create cultures of integrity in police departments. Efforts to expand agencies' strategic approach in creating a culture that supports police integrity include continued support of standardized training in police practices and police ethics; development of best practices to

strengthen police integrity; and support for the development of collaborative leadership partnerships committed to problem solving to reduce police conflicts within communities.

Direct funding for the Police Integrity Initiative has not been appropriated since FY 2005. However, in FY 2011, COPS is requesting \$15 million to be dedicated specifically to this much-needed program. Similar to COPS Police Integrity initiatives in the past, programs developed with these funds would support the tools, techniques and training programs that enhance an officer's ability to make decisions in the field. A major focus of Police Integrity funding in FY 2011 would be promoting the concept of "values based policing" to place the emphasis on the core values that an officer carries with him everyday—respect for human dignity, justice, caring, fairness and truth. These values should also be expressed in the internal disciplinary processes and supervisory style at the line level, and materials would be developed to train agencies on how to address these concepts. The day to day business of law enforcement must reflect the practices of community policing, whether it is the police training officer (PTO) program based on problem solving and adult learning or a transparent community complaint process. If the officers are asked to treat the public with dignity and respect, that same behavior must be modeled within the agency to show officers that they too are important and are doing the real work of policing that has a tremendous potential to shape the community they serve. The goal would be to produce a shift in the mind of the line officer as he or she interacts with the public, from "Can I do this, to Should I Do this". If the COPS Office can implement this question as the fundamental paradigm in American law enforcement, we believe that we will have achieved a profound shift in direction for American policing. The COPS Office fully supports the Values Based Policing movement, and funding in FY 2011 through the Police Integrity Initiative will be used for projects that will assist officers and police departments to demonstrate through their words and their deeds that the best interest of the community is always in the forefront of their decisions.

<b>PERFORMANCE AND RESOURCES TABLE</b>											
<b>Decision Unit: Office of Community Oriented Policing Services</b>											
<b>DOJ Strategic Goal/Objective (2.1): Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People- Strengthen Partnerships for Safer Communities and Enhance the Nation's Capacity to Prevent, Solve, and Control Crime.</b>											
<b>WORKLOAD/ RESOURCES</b>		<b>Final Target</b>		<b>Actual</b>		<b>Projected</b>		<b>Changes</b>		<b>Requested (Total)</b>	
		<b>FY2009</b>		<b>FY 2009</b>		<b>FY 2010 Requirements</b>		<b>Current Services Adjustments and FY 2011 Program Changes</b>		<b>FY 2011 Request</b>	
<b>Workload</b>											
Number of grants awarded and maintained		6,158		4,505		4,463		(171)		4,292	
Number of applications reviewed in FY		8,521		8,612		1,915		delete measure		delete measure	
Number of new awards made in FY		2,887		1,962		1,201		(329)		872	
Number of grants closed out in FY		1,200		1,939		1,100		(200)		900	
<b>Total Costs and FTE</b> (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)		<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>
		142	1,311,006	107	1,307,932	164	614,750	11	115,742	175	730,312
<b>TYPE/ STRATEGIC OBJECTIVE</b>	<b>PERFORMANCE</b>	<b>FY2009</b>		<b>FY 2009</b>		<b>FY 2010 Requirements</b>		<b>Current Services Adjustments and FY 2011 Program Changes</b>		<b>FY 2011 Request</b>	
<b>Program Activity</b>	<b>Supporting Law Enforcement by Advancing Community Policing Through Grant Resources</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>
		95	1,296,279	74	1,294,311	112	590,957	8	93,858	120	684,815
<b>OUTCOME</b>	Effectiveness Rating of COPS Grant Resources in increasing Community Policing Capacity of Grantees	74.3		75.0		74.8		0.5		75.3	
<b>OUTCOME</b>	Effectiveness Rating of COPS Grant Resources in increasing Community Policing Capacity of CHRP Grantees	74.3		New in FY 2011		New in FY 2011		Delete measure. Data included in the measure above.		Delete measure. Data included in the measure above.	
<b>OUTCOME</b>	Number of officers funded	New in FY 2011		New in FY 2011		New in FY 2011		New in FY 2011		8,900	
<b>OUTCOME</b>	Number of officers hired	New in FY 2011		New in FY 2011		New in FY 2011		New in FY 2011		4,500	

<b>OUTCOME</b>	Number of New Jobs Created under the COPS Hiring Recovery Program (CHRP)	100		560		2250		Delete measure. Measure captured in officers hired		Delete measure. Measure captured in officers hired	
<b>OUTCOME</b>	Number of Jobs Preserved under the COPS Hiring Recovery Program (CHRP)	644		415		881		Delete measure. Measure captured in officers hired		Delete measure. Measure captured in officers hired	
<b>Program Activity</b>	<b>Advancing Community Policing Through Knowledge Resources</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>	<b>FTE</b>	<b>\$0</b>
		47	14,727	33	13,621	52	23,613	3	21,884	55	45,497
<b>OUTCOME</b>	Effectiveness Rating of COPS Knowledge Resources (e.g., training, publications) in Increasing Community Policing Capacity	75.5		78.5		76		0.5		76.5	
<b>OUTCOME</b>	Improve knowledge resource recipients satisfaction rating	70.2		70.0		70.7		0.5		71.2	
<b>OUTCOME</b>	Number of COPS knowledge resource products ordered	3,750		5,384		4,000		Delete measure		Delete measure	
<b>OUTPUT</b>	Number of COPS knowledge resource products distributed	700,000		1,519,675		725,000		145,000		870,000	
<b>OUTPUT</b>	Number of people trained	9,000		19,574		20,000		2,000		22,000	
<b>Efficiency</b>	Average unit cost of a training/technical assistance knowledge resource product	\$179.00		\$150.66		\$179.00		Delete measure		Delete measure	
<b>Efficiency</b>	Average unit cost of a publication knowledge resource product	\$4.35		\$1.43		\$4.35		Delete measure		Delete measure	

<b><u>Data Definition, Validation, Verifications, and Limitations:</u></b>
<u>Effectiveness rating of COPS grant resources in increasing Community Policing capacity:</u> This measure is the average community policing capacity implementation rating (0 to 100) of grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change.
<u>Effectiveness rating of COPS grant resources in increasing Community Policing capacity of CHRP grantees:</u> This measure is the average community policing capacity implementation rating (0 to 100) of COPS Hiring Recovery Program (CHRP) grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS CHRP grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change.
<u>Number of Officers Funded:</u> This is the number of officer positions for which the COPS Office has provided grant funding.
<u>Number of Officers Hired:</u> This is the number of COPS funded officer positions that law enforcement agencies have hired.
<u>Number of New Jobs Created under the COPS Hiring Recovery Program (CHRP):</u> A newly hired sworn officer is an additional career law enforcement officer hired using Recovery Act funds. This officer is over and above the number of officer positions that a grantee would otherwise fund or redeploy in the absence of the CHRP grant award. This outcome will be measured quarterly, and an initial increase in jobs created is expected.
<u>Number of Jobs Preserved under the COPS Hiring Recovery Program:</u> A rehired sworn officer is either an already laid-off career law enforcement officer that is being rehired with Recovery Act funds or an officer that is scheduled to be laid off, but will not be, due to a CHRP grant award. This outcome will be measured quarterly, and an initial increase in jobs preserved is expected.
<u>Improve knowledge resource recipient satisfactions rating:</u> The COPS Office's knowledge resources include training, technical assistance, and publications. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine the level of satisfaction training and technical assistance recipients and publication recipients have with the COPS Office's knowledge resources. The CFI group uses the American Customer Satisfaction Index (ACSI) to determine satisfaction. The ACSI is used throughout the public and private sectors and is recognized as a statistically reliable and valid way to gather customer satisfaction data. The data from the ACSI is provided on a 100 point scale with 100 being the highest level of satisfaction.
<u>Effectiveness rating of COPS knowledge resources (e.g., training, publications) in increasing community policing capacity:</u> This measure is the average community policing capacity implementation rating (0 to 100) of knowledge resource recipients. The COPS Office's knowledge resources include training, technical assistance, and publications. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS knowledge resources have increased the capacity of customers to implement community policing strategies. The rating is on a scale of 0 to 100 with 100 being the highest rating. Law enforcement personnel who received training and technical assistance from COPS sponsored training providers within 4 to 6 months before the survey was conducted and law enforcement personnel who ordered COPS publications in the six months prior to the survey were included in the survey sample. COPS grantees with active grants were also included in the survey sample. Respondents were asked to answer questions related to how COPS training/technical assistance and/or publications have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change.
<u>Number of COPS knowledge resource products ordered:</u> The COPS Office tracks the number of COPS knowledge resource products ordered through the COPS Office Response Center. This figure does not include web downloads of COPS products. This measure is per Fiscal Year.

<p><u>Number of COPS knowledge resource products distributed:</u> This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. This measure is per Fiscal Year.</p>
<p><u>Total number of people trained:</u> This measure is provided by COPS Office Regional Community Policing Institutes and other training providers. This measure is per Fiscal Year.</p>
<p><u>Average unit cost of a training/technical assistance knowledge resource product:</u> Training and technical assistance knowledge products include traditional classroom training, distance learning, webcasts, online training, conferences and training/technical assistance curriculum developed. The baseline average unit cost of a training/technical assistance knowledge resource product was determined by examining FY 2005 data.</p>
<p><u>Average unit cost of a publication knowledge resource product:</u> Publication Knowledge products include all printed publications, CDs, white papers, etc. The baseline average unit cost of a publication distributed was determined by examining FY 2005 data.</p>

<b>PERFORMANCE MEASURE TABLE</b>											
<b>Decision Unit: Office of Community Oriented Policing Services</b>											
<b>Performance Report and Performance Plan Targets</b>		<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>		<b>FY 2010</b>	<b>FY 2011</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>						
<b>OUTCOME</b>	Effectiveness rating of COPS grant resources in increasing community policing capacity of grantees	New in FY08	76.0	74.3	75.0	74.8	75.3				
<b>OUTPUT</b>	Effectiveness rating of COPS grant resources in increasing community policing capacity of CHRP grantees	New in FY11	New in FY11	74.8	75.3						
<b>OUTPUT</b>	Number of officers funded	New in FY11	New in FY11	New in FY11	8,900						
<b>OUTPUT</b>	Number of officers hired	New in FY11	New in FY11	New in FY11	4,500						
<b>OUTPUT</b>	Number of New Jobs Created under the COPS Hiring Recovery Program (CHRP)	New in FY09	100	560	2,250	3,818					
<b>OUTPUT</b>	Number of Jobs Preserved under the COPS Hiring Recovery Program (CHRP)	New in FY09	644	415	881	881					
<b>OUTCOME</b>	Effectiveness rating of COPS knowledge resources (e.g., training, publications) in increasing community policing capacity	New in FY08	77.0	75.5	78.5	76.0	76.5				
<b>OUTPUT</b>	Improve knowledge resource recipient satisfactions rating	New in FY08	69.0	70.2	70.0	70.7	71.2				
<b>OUTCOME</b>	Number of COPS knowledge resource products ordered	New in FY09	3,750	5,384	4,000	4,200					
<b>OUTPUT</b>	Number of COPS knowledge resource products distributed	New in FY09	700,000	1,519,675	725,000	870,000					

<b>OUTPUT</b>	Number of people trained	70,771	78,047	98,010	62,829	40,584	20,236	9,000	19,574	20,000	22,000
<b>Efficiency</b>	Average unit cost of a training/technical assistance knowledge resource product	New in FY08	\$159.58	\$179.00	\$150.66	\$179.00	\$179.00				
<b>Efficiency</b>	Average unit cost of a publication knowledge resource product	New in FY08	\$3.19	\$4.35	\$1.43	\$4.35	\$4.35				

### **3. Performance, Resources, and Strategies**

The Community Oriented Policing decision unit significantly enhances the Department's ability to support Strategic Goal 2: Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People. Within this Goal, the decision unit's resources specifically address one of the Department's Strategic Objectives: 2.1 Strengthen Partnerships for Safer Communities and Enhance the Nation's Capacity to Prevent, Solve, and Control Crime.

The COPS Office is the primary source of federal funding directed to assisting state, local, and tribal law enforcement agencies, and the communities they serve, to advance their community policing practices. The grants, technical assistance, training, and best practices offered through COPS programs focus on and specialize in supporting the law enforcement community's efforts to enhance public safety and address community concerns and priorities through the development and implementation of comprehensive community policing strategies. The programs proposed in the FY 2011 budget directly support state, local, and tribal law enforcement's ability to prevent crime and more effectively address shifts in public safety needs as they arise.

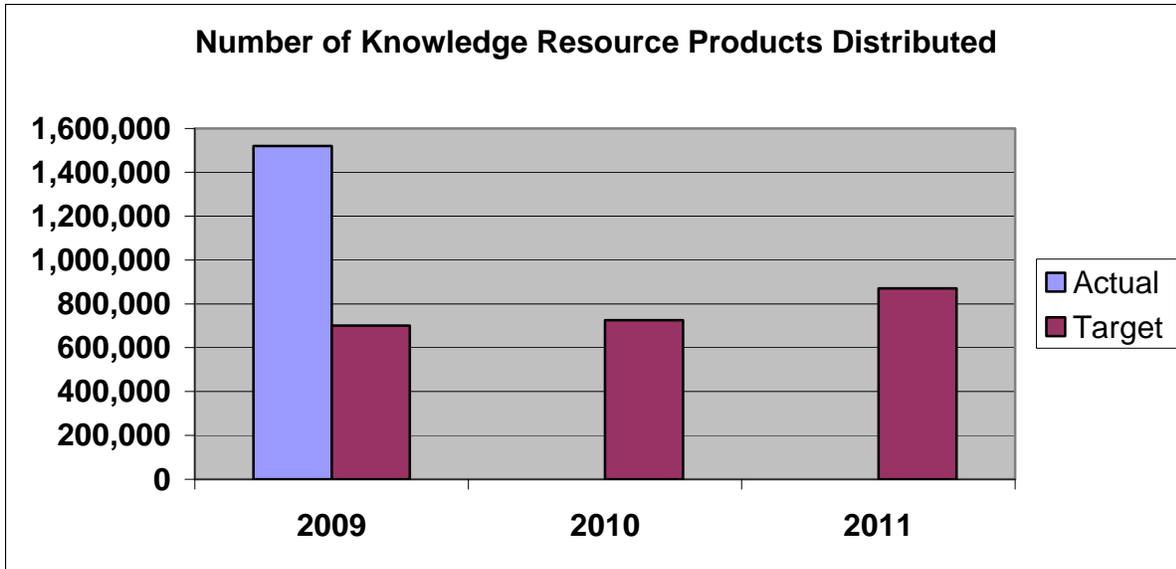
#### **a. Performance Plan and Report for Outcomes**

Historically, COPS principal performance measures for hiring grant programs have been: (1) the number of officers funded and (2) the number of officers hired or redeployed. Both measures demonstrated the impact of COPS hiring grants on law enforcement's ability to implement community policing strategies through the hiring of additional community policing officers or school resource officers, or through the redeployment of officers to their community's streets as a result of time savings achieved through the implementation of technology or the hiring of civilians.

COPS hiring grants have funded over 121,000 officers in over 13,000 of the nation's 18,000 law enforcement jurisdictions. For grants awarded through December 2006, the 2007 COPS Count Survey results indicated that 109,581 officers funded through the COPS hiring programs had been hired.

With the Administration's priority of hiring an additional 50,000 officers to improve public safety, the COPS Office will begin tracking the number of officers funded and the number of officers hired to ensure that this goal is met. In FY 2009, the COPS Office funded 4,699 officer positions under the COPS Hiring Recovery Program.

The COPS Office's performance data measures also assess the impact of COPS Office grant resources and knowledge resource products at increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. The COPS Office continues to ensure that our knowledge resources are distributed to state, local, and tribal law enforcement agencies by focusing additional emphasis on marketing these products and improving knowledge resource recipients' satisfaction. Since FY 2007, the COPS Office has distributed nearly 2,000,000 knowledge resource products (i.e., publications, training curricula, white papers, etc.).



**b. Strategies to Accomplish Outcomes**

In FY 2009, 2010, and 2011, the COPS Office plans to continue efforts to align grant and knowledge resources toward increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. To meet these performance outcomes, the Office will focus resources toward those strategic objectives and initiatives that will best ensure effectiveness and positively impact performance outcomes.

**V. Program Increases by Item**

**A. Item Name: COPS Hiring Program**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.  
 Organizational Program: COPS Hiring Program

Program Increase: Positions 0 FTE 0 Dollars \$302,000,000

Description of Item

The COPS Hiring Program adds additional community policing officers to the beat by providing funds for the approved entry-level salary and benefits of each newly hired additional officer position over three years. Unlike the COPS Hiring Programs in FY 2009 and FY 2010, the proposal for the COPS Hiring Program in FY 2011 will retain the waiver of the maximum officer salary cap but institute a 10% local match requirement for all grantees. In addition, to meet the unique challenges in Indian Country, seven percent (or \$42 million) of COPS Hiring Program funds will be dedicated to awarding grants for hiring tribal law enforcement officers.

Justification

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. A January 2009 press release by the Police Executive Research Forum stated that nearly two out of three police agencies responding to its survey said they were making plans to cut their budgets. Additionally, 44 percent of the police departments reported increases in certain types of crime (robberies, burglaries, and thefts) which they believe could be attributed to the economic crisis. A total of 27 percent stated that they had already implemented a hiring freeze for sworn law enforcement positions. Under the COPS Hiring Recovery Program (CHRP) solicitation in FY 2009, the COPS Office received over 7,200 applications requesting over \$8 billion in federal funding. The FY 2011 funding will be used to continue to support the efforts of state, local, and tribal law enforcement agencies in meeting the challenge of keeping their communities safe.

Impact on Performance (Relationship of Increase to Strategic Goals)

The COPS Hiring program responds directly to those jurisdictions where data suggests there has been an increase in violent crime. COPS Hiring grants directly assist state, local and tribal governments to hire additional law enforcement officers for deployment in community policing, and encourages agencies to increase their community policing capacity to improve public safety. As stated previously, unlike the COPS Hiring Programs in FY 2009 and FY 2010, the proposal for COPS Universal Hiring Program in FY 2011 will retain the waiver of the maximum officer salary cap but institute a 10% local match requirement for all grantees. The officers supported through this funding will be incorporated into meeting the Administration’s goal of increasing the number of law enforcement professionals by 50,000.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	[1,000,000]*	N/A	N/A	N/A	298,000	N/A	N/A	N/A	298,000

\*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

\*\*COPS Hiring funds through the American Recovery and Reinvestment Act, 2009.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	298,000	298,000
Increases	N/A	N/A	N/A	N/A	302,000	302,000
Grand Total	N/A	N/A	N/A	N/A	600,000	600,000

**B. Item Name: Community Policing Development**

Budget Decision Unit(s): Community Oriented Policing  
Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.  
Organizational Program: Community Policing Development

Program Increase: Positions 0 FTE 0 Dollars \$6,000,000

#### Description of Item

COPS Community Policing Development (CPD) funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices. Through the CPD initiative COPS funds a variety of knowledge resource products that support the integration of community policing strategies throughout the law enforcement community and enable officers and community members to more effectively address emerging law enforcement and community issues. To date, COPS has disseminated nearly 2,000,000 knowledge products and trained more than 500,000 policing professional and community leaders in topics such as violent crime reduction strategies, terrorism prevention and preparedness, school safety, partnership building, problem-solving, and crime analysis.

#### Justification

The COPS Office is frequently asked by the law enforcement community for training for the officers they have hired under the COPS program. With the anticipated increase in COPS Hiring funding, the need for state, local and tribal law enforcement to have access to training for their newly hired professionals on all aspects of community policing is vital to their success in fighting and preventing crime in their neighborhoods. CPD funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to addressing crime and promoting safe communities, such as police integrity initiatives, overcoming recruitment and hiring challenges and hiring in the spirit of service, improving the use of information technology, and addressing urban violence, gangs, and drug issues. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety, tribal and Native American law enforcement, returning offenders, faith based programs, and agencies implementing large technology initiatives.

The COPS Office has strategically developed eight Community Policing Development themes to address the current, long-term and emerging needs of law enforcement and related stakeholders. Each theme is listed below with corresponding program statements and program outcomes:

### **I. Community Policing and Homeland Security**

#### **Role of Local Law Enforcement Agencies in Homeland Security**

*Program Statement* - Improve the capacity of law enforcement agencies to partner with relevant stakeholders on homeland security initiatives and to integrate homeland security roles with community policing and traditional law enforcement agencies responsibilities.

*Program Outcomes:*

- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain a criminal intelligence capability.
- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain an all-crimes approach in their agency and/or in partnership with other jurisdictions and entities (e.g. fusion centers).
- Increase the ability of law enforcement agencies to measure the success of homeland security related activities.

## **II. Business of Law Enforcement**

### **Recruitment and Hiring**

*Program Statement* - Improve the capacity of law enforcement agencies to attract and hire officers who embrace and implement the community policing philosophy.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to recruit, hire, and retain service-oriented officers.
- Increase the capacity of law enforcement agencies to brand and market their departments to better meet the needs of community policing.
- Increase the capacity of law enforcement agencies to establish and/or enhance a human capital strategy to hire sworn and non-sworn personnel.

### **Ethics and Integrity (Internal)**

*Program Statement* - Increase the awareness of law enforcement agencies of the importance of ensuring a culture of trust and accountability.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to implement integrity related initiatives to better enhance internal accountability.
- Increase the capacity for law enforcement agencies to train, educate, and prepare officers to work in a community policing environment where trust, honesty, and integrity are actively embraced and promoted.

### **Technology**

*Program Statement* - Improve the capacity of law enforcement agencies to use technology to support community policing efforts through the capture of data.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to conduct data sharing among public service agencies.
- Increase the capacity of law enforcement agencies to incorporate technology in their organizational practices.

## **III. Community and Law Enforcement Relationships**

### **Ethics and Integrity (External)**

Increase the capacity of law enforcement agencies and the communities they serve to develop and enhance mutual trust.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to address citizen concerns with the goal of building community trust.

- Increase the capacity of law enforcement agencies and relevant stakeholders to develop partnerships that increase mutual trust between law enforcement and the community.
- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with citizens.

### **Criminal Justice Alternatives**

*(Re-Entry, Restorative Justice and Community and Faith Based Organizations)*

*Program Statement* - Develop partnerships and projects throughout the criminal justice system that will result in reduced recidivism among offenders, through the development of effective alternatives to arrest and incarceration and enhanced reentry efforts.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to work with other criminal justice agencies, social service providers and community groups to develop effective alternatives to incarceration.
- Increase the capacity of law enforcement agencies to reduce recidivism of returning offenders through comprehensive reentry programs.

## **IV. Economy and Public Safety**

### **Public Safety in a Distressed Economy**

*Program Statement* - Increase the capacity of law enforcement agencies and relevant stakeholders to leverage community policing in responding to the effects of local economic distress on public safety.

*Program Outcomes:*

- Increase the prevention and outreach capacity of law enforcement and stakeholder partnerships to counteract crimes and quality of life issues affected by local economic distress through prevention and outreach.
- Increase the capacity of law enforcement agencies to analyze, respond to, and evaluate the responses to specific crime problems uniquely associated with the economic climate (eg. mortgage fraud, abandoned properties, ID theft).
- Increase the capacity of law enforcement to use community policing to maintain and expand levels of service in the face of recession-generated economic constraints and budget cutbacks, and to evaluate the cost-benefits of community policing.

## **V. Violent Crime**

### **Gang Violence**

*Program Statement* - Increase the capacity of law enforcement agencies to implement a comprehensive community policing response to gangs including prevention, intervention, suppression and partnership.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to analyze and understand local gang issues.
- Increase the capacity of law enforcement agencies to develop partnerships with relevant stakeholders to address local gang issues.
- Increase the capacity of law enforcement agencies to develop a comprehensive response to gang problems.

### **Drugs**

*Program Statement* - Increase the capacity of law enforcement agencies to address drugs in a comprehensive community policing approach including prevention, intervention, suppression and partnership.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to address Drug Endangered Children.
- Increase the capacity of law enforcement agencies to address the growing problem of prescription drug abuse.
- Increase the capacity of law enforcement agencies to implement coordinated responses to methamphetamine use, production and trafficking.
- Increase the capacity of law enforcement agencies to share data across jurisdictional boundaries.

## **Urban Violence**

*Program Statement* - Improve the ability of law enforcement agencies and communities to address specific violent crime problems in distinct urban areas.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to analyze and understand urban area violent crime.
- Increase the capacity of law enforcement agencies to partner with relevant stakeholders to address violent crime in urban areas.
- Increase the capacity of law enforcement agencies to target at risk youth.

## **VI. Child/Youth Safety**

### **Child Sexual Predators/ Internet Safety**

*Program Statement* - Increase the capacity of law enforcement agencies to reduce and prevent child endangerment and protect communities from sexual predators.

*Program Outcomes:*

- Increase capacity of law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws.
- Increase capacity of law enforcement agencies to improve coordination and partnerships in addressing and reducing child endangerment.
- Increase capacity of law enforcement agencies to improve investigative efforts of sexual predators on-line through enhanced technology capability.

## **VII. Quality of Life Crimes**

### **Fear of Crime**

*Program Statement* - Increase the capacity of law enforcement agencies to address fear of crime in a comprehensive community policing approach.

*Program Outcomes:*

- Increase the awareness of law enforcement agencies regarding the negative impact fear of crime has on communities.
- Increase the capacity of law enforcement agencies to measure fear of crime in their jurisdiction.
- Increase the knowledge of law enforcement agencies regarding promising practices that may be able to assist in fear reduction.

## **VIII. Community Policing in Unique Environments**

### **Tribal**

*Program Statement* - Increase the capacity of law enforcement agencies to address tribal issues in a culturally sensitive and comprehensive community policing approach.

*Program Outcomes:*

- Increase the awareness of tribal law enforcement agencies regarding community policing and institutionalizing community policing.
- Increase the knowledge of tribal law enforcement agencies regarding problem solving and analysis.
- Increase the ability of tribal law enforcement agencies to utilize technology in a more efficient and effective manner.
- Increase the ability of tribal law enforcement agencies to address the threat of gangs and drugs in their communities.

### **Immigrant Communities**

*Program Statement* - Increase the capacity of law enforcement agencies to perform outreach to serve immigrant communities.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with immigrant communities.
- Increase the level of cooperation and mutual trust and understanding between law enforcement agencies and new immigrant communities.
- Increase the capacity of law enforcement agencies to evaluate the impact of immigrant communities in their jurisdictions.
- Increase the capacity of law enforcement agencies to educate the entire community on the interrelationships between immigrant communities and public safety.

### **Campus Safety**

*Program Statement* - Increase the capacity of campus law enforcement agencies to institute a comprehensive approach to community policing.

*Program Outcomes:*

- Increase the capacity of campus law enforcement agencies to share information among agencies regarding innovative community policing practices.
- Increase the capacity of law enforcement agencies to use innovative community policing practices from campus law enforcement agencies.
- Increase the capacity of campus law enforcement agencies and relevant stakeholders to collaborate about public safety issues on campuses.

### **Global Community Policing**

*Program Statement* - Increase practice of community policing globally.

*Program Outcomes:*

- Increase level of awareness of United States law enforcement agencies regarding global innovative community policing best practices and lessons learned.
- Increase level of awareness of international law enforcement agencies regarding innovative community policing best practices and lessons learned.

- Increase the capacity of the COPS Office to share innovative community policing best practices and lessons learned.

The COPS Office has the staff and resources necessary to develop, execute and monitor a highly successful Community Policing Development Initiative focusing on these eight main issue areas, determined by our experience in working with state, local and tribal law enforcement to be the most pressing issues facing the field today.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2011, funding available for the COPS Community Policing Development program will continue to provide resources in direct support of the Department’s objective (2.1) to strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime. The \$6 million enhancement in Community Policing Development funds will in part be used to increase the amount of training and technical assistance that the COPS Office provides directly to state, local and tribal law enforcement to address their most critical needs. COPS also plans to increase the development and distribution of knowledge resource products that advance community policing strategies to address crime and disorder issues across the country. The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through this broad range of programs offered by Community Policing Development funding, the COPS Office offers support in virtually every aspect of law enforcement, making America safer one neighborhood at a time. By investing in the COPS Office Community Policing Development initiative, the Department of Justice will continue to invest in community safety throughout the Nation and significantly contribute to developing the capacity of law enforcement to implement community policing strategies, build knowledge about effective practices and outcomes, and support creative approaches to addressing crime and promoting safe communities.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>4,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>12,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>12,000</u>

\*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	12,000	12,000

Increases	N/A	N/A	N/A	N/A	6,000	6,000
Grand Total	N/A	N/A	N/A	N/A	18,000	18,000

**C. Item Name: Police Integrity**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.  
 Organizational Program: Police Integrity

Program Increase: Positions 0 FTE 0 Dollars \$15,000,000

Description of Item

The overall goal of the COPS Police Integrity Initiative is to meet emerging and changing law enforcement needs by assisting agencies in creating or strengthening local programs that build trust between law enforcement and their communities. The programs developed with these funds support the tools, techniques and training programs that enhance an officer’s ability to make the right decisions in the field. Ongoing strategies include identifying and disseminating best practices, developing model problem-solving partnerships, and delivering national training and technical assistance.

Justification

Beginning in 1996, the COPS Office has administered a national COPS Police Integrity Initiative. The overall goal of the COPS Police Integrity Initiative is to meet emerging and changing law enforcement needs by assisting agencies in creating or strengthening local efforts to address integrity related issues.

For example, the COPS Office sponsored the first National Symposium on Police Integrity and followed it with a series of regional technical assistance conferences. The COPS Office expanded the scope of integrity issues to include racial profiling and hosted a problem-solving working group on police stops and searches. COPS also organized the U.S. Department of Justice's Conference on Police-Community Relationships and participated in follow-up working groups. These efforts culminated in a police integrity focus group that concentrated on the effective use of early warning systems, complaint investigations, use-of-force policies, and racial profiling. In addition, the COPS Office has worked in partnership with the major law enforcement associations and others to produce a significant library of guidebooks and publications to assist agencies in developing and strengthening their integrity programs.

The COPS Office has also focused on strengthening the base of police integrity initiatives to create community policing environments that foster trust and mutual respect between police and citizens and to create cultures of integrity in police departments. Efforts to expand agencies’ strategic approach in creating a culture that supports police integrity include continued support of standardized training in police practices and police ethics; development of best practices to strengthen police integrity; and support for the development of collaborative leadership partnerships committed to problem solving to reduce police conflicts within communities.

One of the emerging themes gaining widespread support in the area of police integrity is Values Based Policing. The COPS Office fully supports this community policing approach and a major focus of Police Integrity funding in FY 2011 would be promoting the concept of Values Based Policing to place the emphasis on the core values that an officer carries with him everyday, such as respect for human dignity, justice, caring, fairness and truth. These values should also be expressed in the internal disciplinary processes and supervisory style at the line level within police organizations. By having police departments focus internally and externally on treating their officers and the public they serve with respect and dignity will have a profound impact on the future of community policing in America.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2011, COPS is requesting \$15 million to be dedicated to the Police Integrity Initiative. These funds will be used to improve police-community relationships and will strengthen community trust in law enforcement. In particular, funding will be used to support the Values Based Policing movement and for projects that will promote officers and police departments to demonstrate through their words and their deeds that the best interest of the community is always in the forefront of their decisions. By creating programs that strengthen trust, police and communities will have more opportunities to build partnerships and engage in proactive problem solving activities to fight crime, reduce the fear of crime, and improve the quality of life in their neighborhoods.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>0</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>0</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>0</u>

\*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	0	0
Increases	N/A	N/A	N/A	N/A	15,000	15,000
Grand Total	N/A	N/A	N/A	N/A	15,000	15,000

**D. Item Name:** COPS Child Sexual Predator Program

Budget Decision Unit(s): Community Oriented Policing

Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.

Organizational Program: COPS Child Sexual Predator Program (CSPP)

Program Increase: Positions 0 FTE 0 Dollars \$6,000,000

#### Description of Item

The Child Sexual Predator Program (CSPP) is a funding initiative implemented by the COPS Office aimed at reducing and preventing child endangerment and protecting communities from sexual predators. Launched in 2008, CSPP provides funding to state, local, and tribal law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws. Ultimately, the goal is to reduce child endangerment by developing and implementing plans to improve coordination and partnership in detecting, apprehending, and prosecuting sex offenders who fail to register and who sexually exploit and prey on children.

#### Justification

##### **Current State of Affairs**

*(National Center for Missing and Exploited Children, 2007 Annual Report)*

- There are more than 620,000 registered sex offenders in the U.S. today and more than 100,000 are noncompliant and missing.
- An estimated 1 in 5 girls and 1 in 10 boys will be sexually victimized before they reach age 18, yet only 1 in 3 will tell anyone.
- One in 7 children who are regular Internet users receive sexual solicitations online, 1 in 3 is exposed to unwanted sexual material, and 1 in 25 receives a request to meet someone in real life that they met online.
- 800,000 children are reported missing every year in the U.S. or 2,000 every day. Of that number, an estimated 200,000 are abducted by family members; 58,000 by nonfamily members, the primary motive for which is sexual; and 115 represent the most serious cases in which the child is abducted by a stranger and killed or held for ransom.
- A recent survey commissioned by the National Campaign to Prevent Teen and Unplanned Pregnancy showed that 1 in 5 teens (both boys and girls) ages 13-19 have shared a sexually suggestive or nude image of themselves online. Teens can lose a scholarship, college opportunity, or a job, get suspended or expelled from school, face prosecution, or be registered as a sex offender if they engage in such behavior.

To combat these insidious societal issues, the COPS Office has developed CSPP grants. CSPP supports community policing initiatives throughout the United States by promoting partnerships between local law enforcement and United States Attorneys' Offices and the United States Marshals, as well as with other community partners such as parole and probation offices, social service agencies, and state or local prosecutors to collectively reduce and prevent child endangerment by sexual predators. A multi-jurisdictional and/or multi-disciplinary approach to locating, arresting, and prosecuting child sexual predators is preferred. The COPS Office also

encourages the development of (or support of existing) task forces focused exclusively on such efforts.

Sample CSPP projects have included such activities as:

- developing, enhancing, or maintaining sex offender registration programs or functions
- improving information sharing between law enforcement and other service providers to investigate and prevent child sex crimes and to increase offender accountability
- managing high-risk offenders in the community through strategic problem analysis and response development
- establishing or enhancing any other efforts to locate, arrest, and prosecute known child sex offenders.

Impact on Performance (Relationship of Increase to Strategic Goals)

The COPS Office CSPP initiative falls directly under DOJ Strategic Goal II. Prevent Crime, Enforce Laws and Represent the Rights and Interests of the American People; Objective 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime. By investing in the enhancements requested for the CSPP FY2011 initiative, the Department of Justice will significantly impact local law enforcement’s ability to reduce child endangerment by developing and implementing plans to improve coordination and partnership in detecting, apprehending, and prosecuting sex offenders who fail to register and who sexually exploit and prey on children. Funding for CSPP will be used to broaden existing projects and strategies as well as provide federal assistance to additional agencies to work collaboratively in reducing child sexual abuse. Having a program that promotes partnerships between various entities will greatly contribute to the development of more cost-effective and innovative responses to the problem of child endangerment.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	18,000	N/A	N/A	N/A	24,000	N/A	N/A	N/A	12,000

\*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	12,000	12,000
Increases	N/A	N/A	N/A	N/A	6,000	6,000
Grand Total	N/A	N/A	N/A	N/A	18,000	18,000

**E. Item Name: COPS Management and Administration**

Budget Decision Unit(s): Community Oriented Policing  
Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.  
Organizational Program: COPS Management and Administration

Program Increase: Positions 22 FTE 11 Dollars \$2,538,000

Description of Item

COPS Management and Administration (M&A) funding will provide the resources to effectively and efficiently administer new grants included in the FY 2011 budget request, to maintain and monitor active grants awarded in prior fiscal years, and to remain compliant with legislative requirements and Administration directives. Beginning in FY 2009, COPS M&A funding has been requested under a consolidated Department of Justice Grants Salaries and Expenses account.

Justification

With an anticipated enhancement in grant funding, it is vital for COPS to have the staff and the systems in place to handle the thousands of new grant awards we plan on making as well as continue to efficiently monitor, maintain and close grants awarded in previous fiscal years. In FY 2011, COPS plans to make substantial investments to more efficiently and effectively address the needs of the law enforcement community through additional staff, innovative technological services and general administrative functions. An increase in staff resources will result in greater access to COPS personnel for our grantees, allowing for more hands-on assistance in grant management issues and encouraging compliance with grant terms and conditions. Additionally, it is essential to have adequate M&A funds available so that COPS staff are appropriately trained to ensure compliance with all Federal rules and regulations governing the Federal grant making process. Finally, some data system improvements that the COPS Office deems essential and would be considered for implementation with additional M&A resources are upgrading data systems that allow for the timely and accurate reporting to Federal and non-Federal entities and a phased-in approach to making all COPS records electronic and more directly accessible to staff and to grantees.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2011, COPS is requesting a \$2.5 million enhancement for M&A and an increase of 11 FTE. The requested increases are needed to ensure transparency and accountability, and to maintain proper oversight of COPS grants awarded in FY 2011 and in previous fiscal years. The increase to COPS M&A resources will positively impact the ability of COPS staff to provide timely and effective customer service to grantees. Consistent communication with grantees is critical to the successful and compliant implementation of grant awards, and ultimately a worthwhile investment of taxpayer dollars.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>166</u>	<u>11</u>	<u>142</u>	<u>32,506</u>	<u>188</u>	<u>11</u>	<u>164</u>	<u>37,462</u>	<u>188</u>	<u>11</u>	<u>164</u>	<u>37,774</u>

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	188	11	164	37,774	N/A	37,774
Increases	22	11	11	2,538	N/A	2,538
Grand Total	210	11	175	40,312	N/A	40,312

**VI. Program Offsets by Item**

**A. Item Name: COPS Law Enforcement Technology**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.

Organizational Program: COPS Law Enforcement Technology

Program Decrease: Positions 0 FTE 0 Dollars (\$170,223,000)

Description of Item

COPS Law Enforcement Technology grants provide funding for the continued development of technologies and automated systems that help state, local, and tribal law enforcement agencies prevent, respond to, and investigate crime. This funding allows agencies to purchase technologies to advance communications interoperability, information sharing, crime analysis, intelligence gathering, and crime prevention in their communities.

Justification:

Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS Law Enforcement Technology to support other mission critical initiatives. This reduction eliminates funding for this program, which was completely earmarked in the FY 2010 appropriations bill.

Impact on Performance (Relationship of Reduction to Strategic Goals)

By redirecting Law Enforcement Technology funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>187,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>170,223</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>170,223</u>

\*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	<u>170,223</u>	<u>170,223</u>
Decreases	N/A	N/A	N/A	N/A	<u>(170,223)</u>	<u>(170,223)</u>
Grand Total	N/A	N/A	N/A	N/A	0	0

**B. Item Name:** **COPS Methamphetamine**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.  
 Organizational Program: COPS Methamphetamine

Program Decrease: Positions 0 FTE 0 Dollars (\$40,385,000)

Description of Item

COPS Methamphetamine grants assist state, local, and tribal law enforcement agencies in combating methamphetamine production and distribution, to target drug ‘hot spots’, and to remove and dispose of hazardous materials at clandestine methamphetamine labs. Since 1998, COPS has received more than \$500 million in Methamphetamine funding to make grant awards to combat the spread of methamphetamine nationwide as well as to provide funding to the DEA for meth lab clean-up activities.

Justification:

Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS Methamphetamine to support other mission critical initiatives. This reduction eliminates funding for this program, which was completely earmarked in the FY 2010 appropriations bill.

Impact on Performance (Relationship of Reduction to Strategic Goals)

By redirecting COPS Methamphetamine funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2008 Enacted (w/resc./supps)				FY 2009 Enacted				FY 2010 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	39,500	N/A	N/A	N/A	40,385	N/A	N/A	N/A	40,385

\*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	40,385	40,385
Decreases	N/A	N/A	N/A	N/A	(40,385)	(40,385)
Grand Total	N/A	N/A	N/A	N/A	0	0

**C. Item Name: COPS Indian Country**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.  
 Organizational Program: COPS Indian Country

Program Decrease: Positions 0 FTE 0 Dollars (\$15,000,000)

Description of Item

In response to the special needs of the nation’s tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers, training existing forces, and purchasing new equipment, technology and vehicles. Because state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the

primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their equipment. Technology and equipment have been critical because most tribal police officers have large areas to patrol and these resources allow officers to stay in the field.

Justification

Many tribal law enforcement agencies face a range of unique obstacles that often challenge their ability to promote and sustain community policing effectively. In addition, the demands and needs of tribal law enforcement are virtually limitless. Unlike municipal police agencies, many tribes still lack basic technology to modernize their departments, such as laptops installed in police vehicles. The officer-to-population ratio still remains higher on Indian reservations than in any other jurisdictions across the country. Finally, tribal law enforcement has a unique challenge of patrolling large areas of uninhabited land. Because of these challenges, tribal law enforcement continues to require federal assistance for hiring personnel and for equipment and technology upgrades.

To help overcome these hurdles, the Department of Justice has invested considerable resources towards numerous grant programs that address the needs of tribal law enforcement, such as the COPS Indian Country/Tribal Resources Grant Program (TRGP). The Department will continue to provide funding for this program in FY 2011, but at a reduced level. Despite this reduction, the overall commitment by the Department to provide comprehensive tribal law enforcement assistance will remain.

Impact on Performance (Relationship of Decrease to Strategic Goals)

The COPS Tribal Resources Grant Program (TRGP) represents one of the Department of Justice’s core programs for tribal law enforcement assistance. The Attorney General has made it one of his priorities to address the growing public safety crisis in Indian Country. Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS TRGP to support other mission critical initiatives, such as the COPS Hiring Program. Although the FY 2011 request includes a \$15 million decrease in funding for TRGP, the COPS Office will dedicate seven percent, or \$42 million, of COPS Hiring funds towards the hiring of tribal law enforcement officers. Through these two programs, the COPS Office will be able to provide an overall total of \$67 million in FY 2011 to meet the most pressing needs of tribal agencies. Further, while the COPS Hiring Grants will focus on police hiring, it is expected that the TRGP will focus on equipment and other needs of tribal law enforcement in FY 2011.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>20,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>40,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>40,000</u>

\*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	40,000	40,000
Decreases	N/A	N/A	N/A	N/A	(15,000)	(15,000)
Grand Total	N/A	N/A	N/A	N/A	25,000	25,000

**D. Item Name:** **Secure Our Schools**

Budget Decision Unit(s): Community Oriented Policing  
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.  
 Organizational Program: Secure Our Schools

Program Increase: Positions 0 FTE 0 Dollars (\$2,000,000)

Description of Item

The COPS Office has long demonstrated a commitment to school safety. COPS has invested more than \$850 million in America's schools through programs like COPS in Schools, School-Based Partnerships, and the Safe Schools Initiative. COPS expanded that range of programs in fiscal year 2002 to include Secure Our Schools (SOS). The SOS program awards grants to state, local, and tribal law enforcements agencies to provide improved security at schools and on school grounds. Funding can be used to install metal detectors, locks, lighting, and other deterrent measures in schools, for security assessments, and for security training of personnel and students.

Justification

Due to competing budgetary priorities, the Department of Justice is reducing the funding level for the Secure Our Schools program by a very small amount to support other mission critical initiatives, such as the COPS Hiring Program and the COPS Child Sexual Predator Program (CSPP). However, the \$14 million being requested for SOS will continue to fund and address the most pressing security needs of our young people while they are in school.

Impact on Performance (Relationship of Decrease to Strategic Goals)

By redirecting SOS funding, the Department will be able to increase resources toward supporting other mission critical initiatives, such as the COPS Hiring Program and the COPS Sexual

Predator Program (CSPP). All of these COPS grant resources in FY 2011 will assist state, local and tribal law enforcement with their efforts to keep America's children safe.

Base Funding

FY 2009 Enacted (w/resc./supps)				FY 2010 Enacted				FY 2011 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>

\*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	16,000	16,000
Decreases	N/A	N/A	N/A	N/A	(2,000)	(2,000)
Grand Total	N/A	N/A	N/A	N/A	14,000	14,000